

75th MORSS 712CD Cover Page

12-14 June 2007, at US Naval Academy, Annapolis, MD

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(Please use the same title listed on MORSS Form 712 A/B. If the title was changed please list the revised title below.) Revised title:

Presented in: WG(s) #_24, CG_____, Special Session _____,

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Adequacy of MOM Development During the Capability-based Assessment

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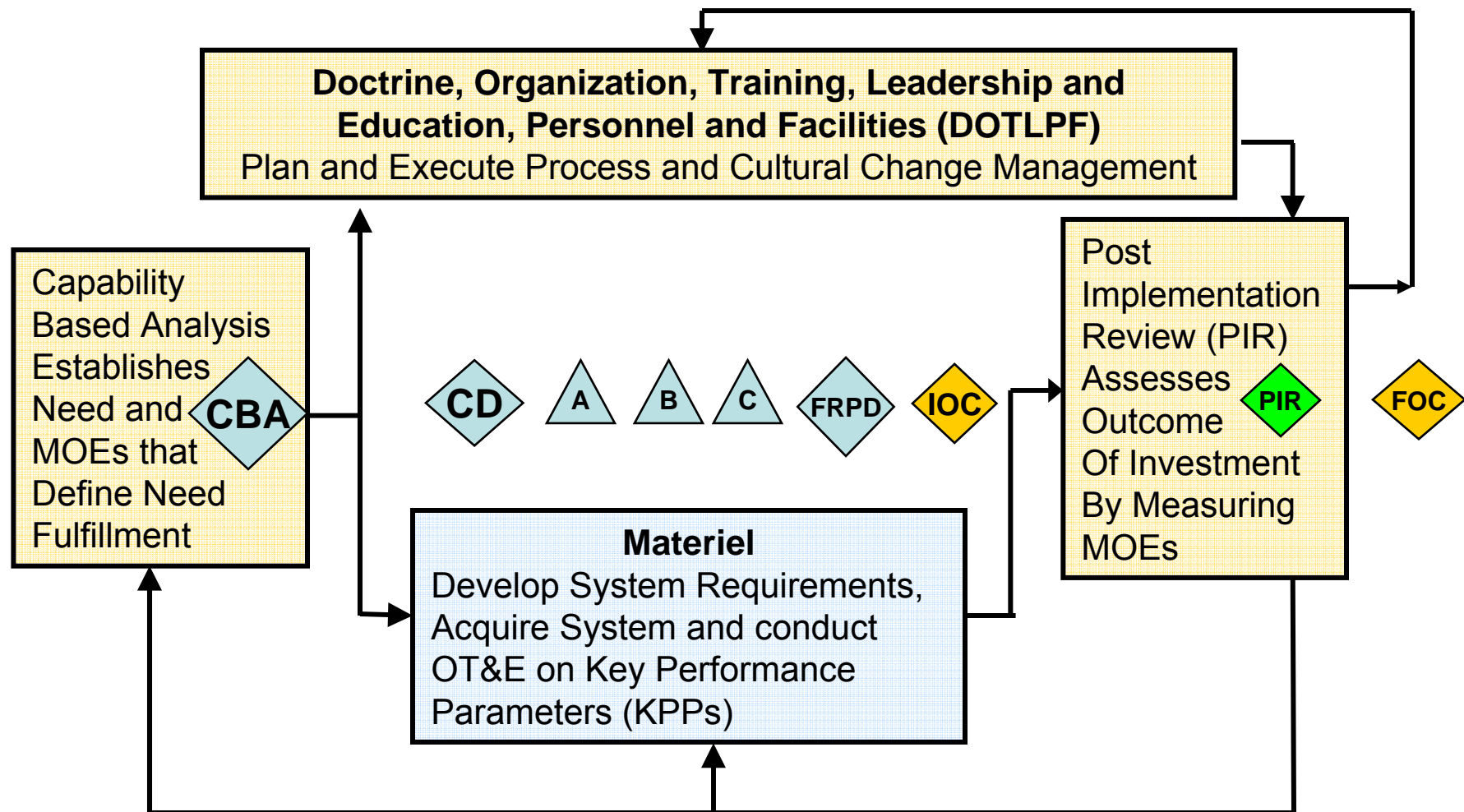
Focus of Presentation

- Measures of Effectiveness (MOEs) developed during Capability-based Assessment (CBA)
- Reported in CBA reports, the Joint Capabilities Document (JCD) and/or Initial Capabilities Document (ICD)
- In accordance with the Joint Capabilities Integration and Development System (JCIDS) in CJCSI 3170.01E, CJCSM 3170.01
- Mandated by Title 40, Section 11313, Performance and Results-based Management

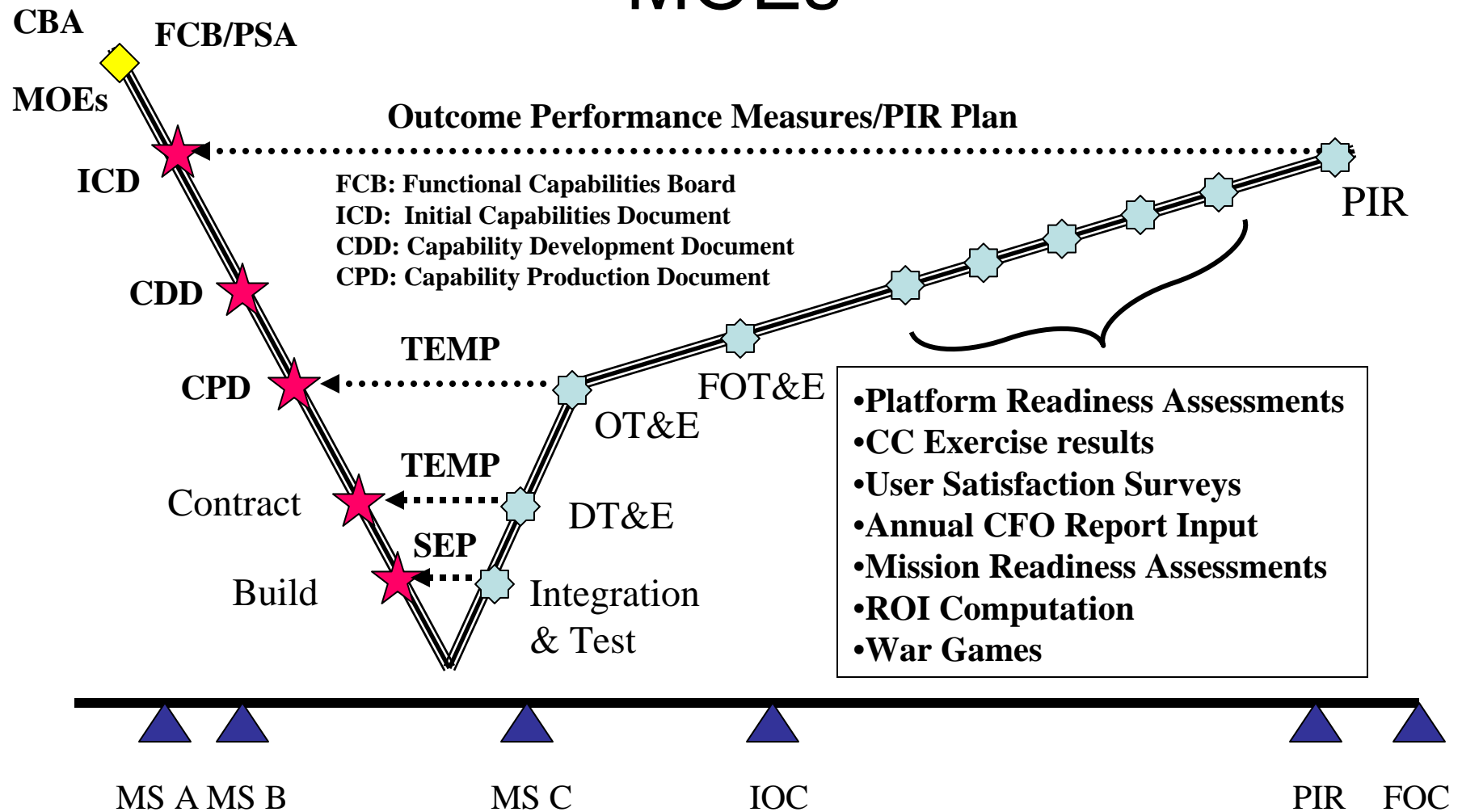
Definitions and Attributes of MOEs

- MOEs are standards against which the capability of a solution to meet the needs of a problem may be judged. The standards are specific properties that any potential solution must exhibit to some extent.
- Therefore, MOEs are independent of any solution.
- MOEs are a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.
- A meaningful MOE must be quantifiable and a measure to what degree the real objective is achieved.

MOEs in the Investment Process



Verification of DOTMLPF Contribution to MOEs



Evidence of MOE Development Inadequacy

- Of 49 CBA work products (FAA/FNA reports, JCDs, ICDs) reviewed between Dec 05-Apr 07, 18 were deficient
 - 14 designated JROC Interest
 - 4 designated Joint Integration
 - 17 contained no MOEs
 - 1 contained inadequate MOEs

Typical MOE Situations

- Outcome measures presented but metrics deferred for CDD
- Study team not adequately staffed
- Study team was neither tasked nor funded to undertake analytic approach needed to develop MOEs
- Outcome measures stated but solution performance parameters presented as MOEs
- CJCSM 3170.01 does not explicitly require MOEs for the ICD, CJCSI 3170.01 does require MOEs
- Developed MOEs do not address desired outcomes
- Study team responds to CBA review and comment by developing MOEs

Cause - Effect Candidates

- Lack of capability analyst training
 - Analyst jumps into solution mode comfort zone
- Capability lexicon confusion
 - Miscommunication amongst analysts and reviewers
- Regulatory MOE requirement inconsistencies
 - Analyst takes path of least work
 - ICD approval available without MOEs
- Inadequate study team guidance
 - Analyst not steered to analytic approaches needed to develop MOEs
- Uneven articulation of functional attributes/measures in Functional Concepts
 - Joint C2 FC exception with excellent set of attributes, measures and even sample metrics

Recent Trends (Good News)

- Publication of CBA Guide v2 by JS-J8 in Dec 2006
 - Describes CBA process
 - Guidance for study plan and planning
 - Discusses analytic approaches
- Implementation of requirements manager training and certification
 - Memoranda of 9 March 2007, Requirements Management Certification Training Program, MG Vane, J-8 and James Finlye DUSD (A&T)
 - Includes requirements authors, reviewers and validators
 - DAU has training lead
 - Certification process TBD

Some Remaining MOE Issues

- How can MOEs be allocated?

$$\text{MOE}_{\text{Desired Capability}} = \text{MOE}_{\text{Existing Capability}} + \text{MOE}_{\text{Gap Capability}}$$

$$\text{MOE}_{\text{Gap Capability}} = \text{MOE}_{\text{DOTLPF}} + \sum \text{MOE}_{\text{ICDs}}$$

where DOTLPF = f (Existing processes + changes needed
to maximize benefit of materiel investment)□□

- How can MOEs be traced?

Could MOEs be traced through the DOTLPF and materiel acquisition processes in a manner analogous to requirements tracing by the systems engineers?

For further discussion of
MOEs and their verification in
the investment process
visit

<https://acc.dau.mil/CommunityBrowser.aspx?id=31578>